



Good to **GREAT**

A plan for increasing the impact of Hoosier service and volunteerism

Serve Indiana

Indiana Office of Faith-Based and Community Initiatives
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Office of Faith-Based and Community Initiatives

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Mission

Our mission is to advance service and volunteerism by informing, connecting, and promoting opportunities and resources that enrich the lives of Hoosiers.

Agency History

- 1993** Congress passes the National Community Service Trust Act, effectively overhauling the nation's community service and volunteer programs, establishing the Corporation for National and Community Service (CNCS), and strengthening existing programs and establishing new ones.
- 1994** Governor Evan Bayh establishes the Indiana Commission on Community Service (ICCS) and the Governor's Voluntary Action Program.
- 1997** The Governor's Voluntary Action Program is discontinued. The Indiana Commission on Community Service (ICCS) re-organizes and changes its name to the Indiana Commission on Community Service and Volunteerism (ICCSV) to highlight the expanded role of volunteers in effective community service.
- 1999** The FaithWorks initiative is created to assist faith-based and community-based organizations in applying for state and federal grant dollars to support new or existing self-sufficiency programs.
- 2000** Governor Frank O'Bannon contracts with Indiana's Department of Workforce Development to manage the financial and administrative functions of the Indiana Commission on Community Service and Volunteerism (ICCSV), including development of financial policies and procedures.
- 2001** The Bush Administration creates the White House Office of Faith-Based and Community Initiatives to strengthen and expand the role of faith-based and community organizations in addressing the nation's social problems.
- 2005** Governor Mitch Daniels enacts Executive Order 05-16, which creates the Office of Faith-Based and Community Initiatives (OFBCI), and as a result the OFBCI assumes the responsibilities of the Indiana Commission on Community Service and Volunteerism (ICCSV) and the FaithWorks initiative.
- 2009** President Obama signs the Edward M. Kennedy Serve America Act which provides increased opportunities for individuals of all ages to serve, provides resources that encourage innovation and help strengthen the nonprofit and service sectors, and emphasizes accountability of federally funded programs.
- 2013** Governor Mike Pence enacts Executive Order 13-08, which continues the Office of Faith-Based and Community Initiatives.



Introduction to the OFBCI

Hoosiers are a dedicated and selfless people who have a long and proud tradition of helping their neighbors and those less fortunate than themselves. Across Indiana, committed volunteers in faith and community-based organizations bring unique skills, services, and resources to address many of the state's unmet needs surrounding housing, hunger, and health. Indeed, there are many opportunities for Indiana's robust civic sector to partner with government to deliver services more effectively than either can do alone.

In January 2005, Governor Mitch Daniels created the Office of Faith-Based and Community Initiatives (OFBCI) to ensure that the faith-based institutions of Indiana were provided equal access to state and federal resources and services. With the establishment of this office, the OFBCI assumed the responsibilities of the Indiana Commission on Community Service and Volunteerism (ICCSV). The OFBCI, with assistance from the ICCSV, connects needs and resources through community-based organizations and faith-based organizations that serve those in need.

Governor Mike Pence continued the Office of Faith-Based and Community Initiatives (OFBCI) in January 2013 and tasked the agency with the following responsibilities:

- Connect faith and community groups, charitable organizations, private charities, voluntary associations, educational entities, and other nonprofit service organizations to promote volunteerism and community service;
- Lift up the ongoing great works being done to assist with family resources – like housing, hunger, and health – related to economic development, disasters, education, veterans affairs, and public safety;
- Promote innovative programs and initiatives and share best practices between state agencies and nongovernmental service providers; and
- Provide technical assistance, education, information, and other support to such groups and organizations to improve and strengthen Indiana's volunteerism and community service infrastructure.

Current OFBCI Programs

Mitch's Kids – Since its inception in 2006, more than 10,000 Hoosier children, ages five (5) to fourteen (14) years old, have received homework assistance, tutoring, and career exploration through Mitch's Kids, an initiative in Boys & Girls Clubs throughout Indiana. Mitch's Kids strives to bridge the achievement gap by increasing the quality and quantity of completed homework and improving student behavior and attitudes about school and learning.

Every year since the program began, the State of Indiana has committed \$1 million in Temporary Assistance for Needy Families (TANF) funds to Mitch's Kids, which works in conjunction with the Boys & Girls Club afterschool POWER Hour program at 77 clubs throughout the state. Ninety-five percent of participants are eligible for free or reduced-price lunch, and receive homework and tutoring sessions for a specified number of weeks and are tested to determine reading and math progress.

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AmeriCorps*State – Begun in 1994, AmeriCorps*State provides opportunities for Americans to make an intensive commitment to service with the goal of “helping others and meeting critical needs in the community.” This is a national program administered by the Corporation for National and Community Service. In Indiana, the AmeriCorps*State grant is administered by the OFBCI with over twenty (20) sub-grantees directing AmeriCorps programs on a local, regional, or state-wide basis. This AmeriCorps network includes more than 630 Hoosiers in service. After going through competitive application process to join AmeriCorps, successful members are introduced to a highly structured, evidence-based approach to meeting community needs while receiving professional development and technical training throughout their service.

AmeriCorps members serve to meet local needs through over 300 faith-based and community organizations, public agencies, and higher education institutions across Indiana. Most member service projects in Indiana can be categorized under one of the six nationally-designated focus areas: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families. Some common projects include mentoring and tutoring youth, building affordable housing, repairing and building trails in the state parks, and educating clients on the topics of financial literacy, job readiness, and nutrition.

OFBCI manages the grant application process for AmeriCorps*State, including issuing requests for proposals, conducting application reviews, and awarding grants based on ICCSV guidance. The office provides technical training and support to sub-grantees and in turn, monitors programs, host-sites, and members to ensure compliance to federal and state grant requirements. The performance of each program is tracked and measured to established targets and outcomes. Programs are expected to manage their projects with the end goal of sustainability beyond the grant.

HoosierCorps – HoosierCorps is a component of the Hardest Hit Fund (HHF), which is administered by the Indiana Housing and Community Development Authority (IHCDA). The HHF helps homeowners to avoid foreclosure resulting from the loss of income due to layoff, reduction in force, or other job loss through no fault or neglect of the homeowner. The program offers qualified participants a monthly benefit to cover a portion of his/her first mortgage and related expenses while the individual seeks new employment. While a participant receives assistance, he or she must either fulfill requirements of an approved education/training program or an approved HoosierCorps Volunteer Program.

As the OFBCI's purpose is to maximize the power of service and volunteering to improve lives in communities across Indiana, the IHCDA elected to collaborate with the OFBCI on the structured volunteer activities component of HHF. This multi-agency partnership is complemented by the work of the Indiana Department of Workforce Development (IDWD), which handles education/training.

To date, over 1,300 unemployed Hoosiers have received mortgage assistance through the HHF program and over 500 Hoosiers have been referred to the OFBCI to volunteer.

Disaster preparedness and volunteer and donations management – As it is guided by the Federal Emergency Management Agency (FEMA) and the Indiana Department of Homeland Security (IDHS), the OFBCI offers support in addressing needs under Emergency Service Function 14 (ESF 14) – Long-

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Term Recovery. The OFBCI also works with the network of disaster service organizations known as Indiana Voluntary Organizations Active in Disaster (VOAD) and their local counterparts known as Community Organizations Active in Disaster (COADs) to increase Indiana communities' ability to mitigate, prepare for, respond to, and recover from disasters. Through this involvement, even with the disruption and damage inherent in a disaster, the OFBCI will work with organizations and volunteers to address basic human needs.

OFBCI Outreach Initiatives

Faith Outreach: Though the OFBCI has been involved in outreach to faith organizations since it was founded, the OFBCI began a systematic and deliberate outreach effort in 2012, reaching out to the leaders of more than 50 faith organizations across the state, including Buddhist, Jewish, Muslim, Sikh, and denominational and nondenominational members of the Christian faith. The OFBCI continues its mission to seek, engage, and connect people of all walks of life so they may put their faith in action by serving those in need.

Community Service Organization Outreach: Through the OFBCI's programs and role in disaster-related donations and volunteer management, the OFBCI has a natural connection to organizations like the American Red Cross, the Salvation Army, the Fuller Center for Housing, Habitat for Humanity, and many others. As the OFBCI made deliberate efforts to reach out to faith organizations in 2012, it also created bridges to organizations like Optimist International and the Rotary Foundation. Additionally, the OFBCI works with the Corporate Volunteer Council of Central Indiana as it provides a conduit among corporate volunteerism, organizational connectivity, and philanthropy.

Collaboration: The OFBCI has a rich history of successful collaborations, including partnerships with the Indiana Faith-Based Advisory Council (IFBAC), various state agencies, the Indiana Nonprofit Resource Network, the United Way, the Indiana Voluntary Organizations Active in Disaster (Indiana VOAD), and the Social Assets and Vulnerability Indicators (SAVI) program (housed within The Polis Center at IUPUI). These partnerships, along with many others (including partnerships through the AmeriCorps and HoosierCorps programs), have yielded successful programmatic achievements, public education opportunities, outreach events, and fulfilled unmet needs.

Identifying Grant, Volunteer, Training, and Contract Opportunities: Seeking to provide a single location where Indiana nonprofits can access information from varying agencies within state government, the One Stop Shop Web Portal is a first-in-the-nation resource that helps Indiana's faith-based and community-based organizations access information about opportunities with state agencies. Whether it is information about grants, volunteering, training, or contracting, the One Stop Shop is the first place Indiana nonprofits should go to access information about opportunities to enhance their mission. The One Stop Shop can be visited at www.in.gov/ofbci/OneStop.htm

Strategic Marketing and Communications Initiatives: The OFBCI has made it a priority to update its website, transition to advanced email marketing technology, engage constituents via social media, improve transparency by increased use of new media, record radio public service announcements, direct content through community partners' media, and place opinion editorials in newspapers. These efforts have diversified the OFBCI's portfolio of engagement and strengthened its ability to increase public awareness of the OFBCI and its mission to serve those in need.

An Introduction to Hoosier Support Centers

The OFBCI holds firm to the idea that all Hoosiers should have the opportunity to get a “hand up.” Knowing that all Hoosiers can do more when working together, these opportunities will develop as we create the right conditions for them.

It is in this spirit that the OFBCI aims to create regional “**Hoosier Support Centers**” across Indiana. First, the centers will seek to address the chronic housing, hunger, and health needs and secondly, will work in partnership with Voluntary Organizations Active in Disaster (VOADs) and the local Community Organizations Active in Disasters (COADs) to address the acute housing, hunger, and health needs that arise in times of disaster.

By pulling together a network of faith-based and community-based organizations in each region, the Hoosier Support Centers will provide additional community support as auxiliary “Volunteer and Donation Reception Centers” during times of disaster. To meet ongoing needs, it is important that Hoosier Support Centers not replace existing resources, but instead work to connect existing partners while modeling their best practices.

Learning from our Connecting Partners

Housing – The Fuller Center for Housing and Habitat for Humanity: As the Fuller Center and Habitat share a common background, both provide valuable models for connecting the people, the means, and the funding to address unmet housing needs. Both work statewide in Indiana and internationally, and each organization works with individuals who become more than beneficiaries as they contribute to addressing their own housing need. Property builds and renovations incorporate groups of volunteers who may share a common place of worship, school, neighborhood, or many other affiliations that lend the program to replication and a multiplication of willing hands to help. The OFBCI will look to the Fuller Center’s [David Snell](#) for guidance on combining housing solutions with a statewide system of partnerships, increased leveraging of resources, and Hoosier generosity.

From the [Fuller Center for Housing website](#):

The Fuller Center for Housing is a 501(c)3 non-profit organization that seeks to eradicate poverty housing by promoting partnerships with individuals and community groups to build and rehabilitate homes for people in need.

The Fuller Center creates partnerships within communities that bring together churches, schools, businesses and civic organizations to build decent, affordable homes for people who are unable to secure adequate housing by conventional means. The Fuller Center works in collaboration with our covenant partners, other service-oriented organizations and countless volunteers to build and repair homes.

All homeowners work hand-in-hand with volunteers to build their own homes, which are then sold to them on terms they can afford, based on the Biblical idea of no-profit, no-interest loans. With some smaller renovation projects, an innovative payment program called The Greater Blessing Program is utilized, whereby recipients promise to repay the loan amount



without signing an actual mortgage agreement. They decide the monthly amount they can afford to repay and the period of time that it will take to repay the cost of repairs. There is no legal obligation to repay these loans. It is a leap of faith in the basic goodness of humankind and is proving to be very successful.

MISSION STATEMENT

The Fuller Center for Housing, faith-driven and Christ-centered, promotes collaborative and innovative partnerships with individuals and organizations in an unrelenting quest to provide adequate shelter for all people in need worldwide.

Vision

The United Nations estimates that more than one billion people around the world live in substandard housing — including millions in the United States. The Fuller Center for Housing, faith-driven and Christ-centered, promotes collaborative and innovative partnerships with individuals and organizations in an unrelenting quest to provide adequate shelter for all people in need worldwide.

From the [Habitat for Humanity of Indiana website](#):

Habitat for Humanity is a nonprofit, ecumenical Christian housing ministry that seeks to eliminate poverty housing around the world. To accomplish our mission, people of all backgrounds, races and religions build houses together in fraternal partnership with families in need. Habitat homes are sold with zero percent interest mortgages so that homes are affordable to very low income families. For most of them, it is their only opportunity to own their own home.

Habitat is able to make housing affordable because of community support. Homeowners and construction volunteers build under trained supervision and contribute thousands of hours of labor to further reduce home building costs. Individuals, corporations, faith groups, and others provide donations that make up the vital financial support needed to build these homes.

Habitat affiliates all use the same 3 basic criteria in determining who will get a home. These criteria are: Need, Ability to Pay and a Willingness to Partner.

Hunger – Interfaith Hunger Initiative, Gleaners, and the Midwest Food Bank: Working through a diverse network of faith and community organizations, several organizations across Indiana have built partnerships to address hunger and provide better and smarter systems that enhance access to food. From leveraging resources to holding awareness events and generating response in the form of donations and community involvement, the OFBCI seeks to increase Indiana's ability to alleviate hunger. To do this, the OFBCI will welcome advice from [Jim Morris, former UN ambassador of the World Food Program and Honorary Chair of the Interfaith Hunger Initiative](#), along with leaders from Gleaners and the Midwest Food Bank, on increasing access to food across the state.

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From the [Interfaith Hunger Initiative website](#):

All of our faith traditions share this in common: we are called to feed the hungry. The need is great: while sufficient food exists to feed them, still each day around the world **16,000 children die** of hunger and related causes and every day **18,000 children are finding themselves going hungry in Indianapolis.**

The Interfaith Hunger Initiative consists of two dozen faith communities in the Indianapolis area who are working together to help end child and family hunger. We **work together to create a system of access to food** through pantries in central Indiana (with Gleaners Food Bank) and schools in Kenya (through the Umoja Project), feeding and supporting thousands of children and families.

Since 2009 the Interfaith Hunger Initiative has procured 275 tons of food for pantries, and fed 2700 vulnerable children in Kenya through school lunch programs.

The Interfaith Hunger Initiative is an all-volunteer not-for-profit organization. All monies raised go toward feeding the hungry.

From the [Gleaners website](#):

About Gleaners

HELPING AGENCIES SERVE PEOPLE IN NEED

Gleaners Food Bank of Indiana, Inc., was founded in a three-and-a-half-car garage in 1980. Ever since, we have grown as hunger has grown—fighting the crisis in central Indiana every step of the way.

Our mission is simple and direct: To lead the fight against hunger.

Ultimately, Gleaners reaches thousands of people who need assistance. They are the working poor, the unemployed, single parents and the elderly. They are the homeless, the disabled, the mentally ill. They are battered women, victims of disaster and helpless children.

They are families, friends and neighbors throughout Indiana.

As a 501(c)(3) not-for-profit, Gleaners works toward accomplishing our mission by securing, storing and redistributing donated food to 350 Hunger Relief Agencies.

These agencies are IRS-certified not-for-profits that feed people in need. They include: food pantries, senior centers, shelters for battered women and children, homeless shelters, residential care centers, soup kitchens, faith-based nonprofits, youth programs. To meet the need in the Gleaner's distribution areas, Gleaners accepts food donations from many sources including:

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Federal and state governments, major wholesale and retail food outlets, including the Kroger Co., Quaker Oats, Wal-Mart and others, major food drives conducted by corporations, clubs and other organizations, including the Indianapolis Colts and the National Association of Letter Carriers. Gleaners is proud of their association with all the individuals and organizations who help them do their work—and proud of the commitment they share.



Pictured above: Governor Mike Pence volunteers at MidWest Food bank as the distribution center gears up for the Christmas season.

From the [Midwest Food Bank website](#):

Our History

Midwest Food Bank (MFB), a faith-based, non-denominational nonprofit 501 (c) (3) organization, was started in 2003 when the Kieser family began providing food out of a building on their family farm. MFB began by serving about 10 food pantries in McLean County, Illinois.

Midwest Food Bank is led by a board of directors as well as two advisory boards (one in Peoria, IL, and one for Indianapolis, IN). In addition to the directors, each bank is staffed by paid staff as appropriate, and many volunteers.

Mission

As a faith-based organization, it is the mission of Midwest Food Bank to alleviate hunger and poverty by gathering and distributing food donations to not-for-profits and disaster sites without cost to the recipients.

MFB is not a direct food pantry that serves individuals. Instead, MFB is a food bank that stocks smaller food banks and food pantries across the region. In this way, they aim to positively impact as many families as possible.

Food & Disaster Relief

MFB provides food & disaster relief supplies regionally, nationally, and internationally. Supplies are distributed in several ways, partnering with other not-for-profit organizations where we can help families through disasters and hard times.

Tender Mercies

This cross-cultural product addresses two of the most unjust hardships – lack of food and lack of nutrition. Through gracious donors, both individual and corporate, MFB warehouses a supply of texture vegetable protein (TVP), dehydrated beans and rice. We partnered with a national manufacturer for the chicken flavoring base then enriched the meals with additional vitamin and mineral supplements.

Health – Timmy Global Health: Through its Hoosier founder, [Dr. Chuck Dietzen](#) , along with an amazing network of staff, volunteers, and donors built up over 15 years, Timmy Global Health has enabled people to address unmet health needs across Indiana and across the globe. With advice from Timmy Global Health and other subject matter experts in the health field, the OFBCI seeks to pull together community partners and resources from across the state to increase the reach of healthy future initiatives.

From the [Timmy Global Health website](#):

Our Mission: Expanding access to healthcare; empowering students and volunteers to tackle global health challenges

Timmy Global Health expands access to healthcare and empowers students and volunteers to tackle today's most pressing global health challenges. To achieve this goal, Timmy sends medical service teams to support the work of international partner organizations, channels financial, medical, and human resources to community based health and development projects, and works to empower students at U.S. high schools and colleges to fundraise, advocate, and serve in an effort to fight health disparities at home and abroad.

Our vision: The promise of healthy futures

Since its founding in 1997, Timmy has been motivated and driven by one simple vision: All people—regardless of who they are, what resources they have, and where they live—should have access to quality healthcare. We believe that the people we serve should have the promise of healthy futures and that our volunteers should carry with them a lifelong commitment to humanitarianism, global awareness, and health equity.

From a hospital closet to a global non-profit

Timmy Global Health (formerly the Timmy Foundation) was founded in 1997 by Dr. Charles Dietzen, a pediatric physical medicine and rehabilitation specialist from Kokomo, Indiana.

After working in a number of international settings, including with Mother Teresa in Calcutta in 1996, Dr. Chuck was inspired to broaden his commitment to fighting health disparities around the globe, while helping to inspire the next generation of healthcare professionals and leaders to do the same. The organization was named after Dr. Chuck's older brother Timmy, who passed away in his infancy. Timmy Global Health is a legacy to both Dr. Chuck's brother and family, as well as a tribute to all the families, communities, and patients around the world that deserve quality healthcare and the promise of healthy futures.

What started as a humble, grassroots non-profit in a hospital closet in Indianapolis has matured into a nation-wide and global non-profit. Timmy now directly supports 7 projects in 5 countries (Ecuador, Guatemala, the Dominican Republic, Nigeria, and the United States), has college and high school chapters at more than 35 schools across the United States, and indirectly supports dozens of additional international and local healthcare non-profits through its Indianapolis-based medical supply warehouse. Yet despite its growth, Timmy remains true to its grassroots, humble foundations. We consistently dedicate more than 90% of our funds to programming, thrive because of the individual contributions of hundreds of annual volunteers, and exist because of an incredible committed, national network of supporters.

With the help of the connecting partners mentioned above, and the inclusion of any that are willing to collaborate and make positive impact, the OFBCI can increase Indiana's ability to meet the unmet needs of housing, hunger, and health. In addition, meeting these needs will boost positive impact in the areas of family resources, health care, economic development opportunities, disaster resilience, education, veterans' affairs, and public safety.

Measuring Impact

As the OFBCI puts plans into motion in 2013 and beyond, performance and accountability will be key to our growth. By putting into place SMART goals – making them Specific, Measurable, Attainable, Relevant, and Time-bound – the OFBCI will maximize impact and credibility when collectively working to address human needs.

Goal 1: Explore options to retool the OFBCI (mission statement, vision, and plan) by the end of the 2013 calendar year.

- *Impact area includes Strategic Planning*
- *Action items include:*
 - *Evaluating mission statement:*
 - *"Our mission is to inform, connect, and promote opportunities and resources with a servant's heart to enrich the lives of every Hoosier through opportunities of community service and volunteerism."*
 - *Hold a workshop for staff to brainstorm, propose wording, and evaluate*
 - *Hold opportunities to get public input on OFBCI plan and allow feedback to provide direction to plan*

Goal 2: Rebrand the OFBCI with a simpler name "doing business as" **ServeIndiana** by the end of 2013.

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- *Impact area includes Strategic Planning; Marketing and Communication; Faith Outreach; Community Service Organization Outreach.*
- *Action items include:*
 - *Retain the official name, the Office of Faith-Based and Community Initiatives (OFBCI), as stated in Executive Order 13-08, however seek approval for "doing business as" ServeIndiana*
 - *Plan the application of the brand as it relates to programs, marketing and materials, regular operations, financial impact, etc.*
 - *Explore the concept of creating a branded logo and slogan to go with the new DBA. (Example: ServeIndiana - Serving Hoosiers in need with a servant's heart)*
 - *Set up new media, social media and various platforms securing the DBA ServeIndiana name.*
 - *Host an event to launch the OFBCI rebranding efforts to reveal our name change to ServeIndiana to all stakeholders and the general public*
 - *Develop the program or initiative that generates additional support and impact for the name change and rebranding efforts*

Goal 3: Create assessment of OFBCI's portfolio of programs, program foci, and achievement

- *Impact area includes Strategic Planning; Mitch's Kids; AmeriCorps*State; HoosierCorps.*
- *Action items include:*
 - *Commission a longitudinal analysis of the Mitch's Kids testing results, comparing it to IDOE baseline data*
 - *Explore opportunities to refocus AmeriCorps*State programs to address basic needs like housing, hunger, and health*
 - *Maintain role in disaster donations management*

Goal 4: Identify and launch the first **Hoosier Support Center** by the end of 2013.

- *Impact areas include Family Resources; Health Care; Economic Development; Disasters; Education; Veterans Affairs; Public Safety; Strategic Planning; Partnerships and Collaboration; Faith Outreach; Community Service Organization Outreach.*
- *Action items include:*
 - *Incorporate veterans assistance offices in media promoting community resources*
 - *Incorporate the Family Social Services Administration (FSSA), the Department of Child Services (DCS), and hunger relief organizations in media promoting community resources*
 - *Incorporate the Governor's Council for People with Disabilities, FSSA's Department of Mental Health and Addiction (DHMA), the Indiana State Department of Health (ISDH), and health service organizations in media promoting community resources*
 - *Establish Hoosier Support Centers throughout various regions of the state that can serve as optional support as "Volunteer and Donation Reception Centers" and community activity hubs during times of disaster*
 - *Build partnerships between COADs and Hoosier Support Centers to increase disaster preparedness*
 - *Enhance and create partnerships to further OFBCI's goals for Hoosier Support Centers*
 - *Increased use of video messaging to enable open communications and learning between each center*
 - *Increased scheduling of television and radio appearances to promote centers*

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- Increased effort to gain earned media to promote goals of the centers
- Increase call for service and volunteerism from individuals, faith organizations, community organizations, and businesses as they are invited to take part

Goal 5: Simplify the opportunities for the connections to Grants and the One Stop Shop web portal to reduce outdated information and increase the efficiency of use.

- *Impact areas include Strategic Planning; Outreach, Partnerships and Collaboration; Marketing and Communication; Faith Outreach; Community Service Organization Outreach.*
- *Action items include:*
 - Create linkages with the Center for Congregations, via our website and other channels, so Indiana's faith-based organizations are more connected to each other and to resources that enable them to address human needs

Goal 6: Acquire contact list of nonprofits registered with the Indiana Office of the Secretary of State (SOS) and encourage via email that the nonprofits affiliate with one (or more) of the Hoosier Support Center Regions by the end of the 2013 calendar year.

- *Impact areas include Family Resources; Health Care; Economic Development; Disasters; Education; Veterans Affairs; Public Safety; Strategic Planning; Outreach, Partnerships, and Collaboration; Faith Outreach; Community Service Organization Outreach; Collaboration.*
- *Action items include:*
 - Draft collaborative email for SOS approval
 - Download SOS database of nonprofit email addresses
 - Import email addresses to OFBCI email marketing client
 - Setup up email marketing plan of action

Goal 7: Evaluate communications to ensure at least 25% of programs, outreach initiatives, and human needs topics are being included quarterly (and 100% of programs annually).

- *Impact areas include Strategic Planning; Partnerships and Collaboration; Faith Outreach; Community Service Organization Outreach; Marketing and Communication; Mitch's Kids; AmeriCorps*State; HoosierCorps.*
 - Incorporate the Department of Correction (DOC), the Indiana Criminal Justice Institute (ICJI), Department of Child Services (DCS), Office of the Attorney General, Secretary of State (SOS), local law enforcement liaisons, and faith-based reentry programming providers in media promoting community resources
- *Action items include:*
 - Collect communications sampling from each quarter
 - Set quarterly evaluation event

Goal 8: Identify a partner that will assist in publicizing community needs and resources.

- *Impact areas include Strategic Planning; Outreach, Partnerships, and Collaboration; Faith Outreach; Community Service Organization Outreach.*
- *Action items include:*
 - Host needs and resources listing on OFBCI website or link to partner website
 - Enhance partnerships with the Governor's Office to increase visibility and promote the importance of service and volunteerism as well as how to meet community needs and resources

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- Increase congregational outreach, going beyond statewide leaders to regional and local leaders
- Institute a Hoosier Day of Service that will help train OFBCI staff in team-building and skill set growth and invite Governor Pence. Consider incorporating Arbo Day or State Day of Service as a good, accessible introduction to service activity.
- Explore options to partner with the "Bicentennial Commission" to plan a statewide faith gathering event on the Circle in downtown Indianapolis
- Leverage partnerships to maximize conference and event attendance with an efficient, low cost approach

Goal 9: Identify and create an assessment of potential funding opportunities by the end of 2013 so the OFBCI may fund faith-based and community-based initiatives with more than government grants.

- Impact areas include Strategic Planning; Outreach, Partnerships, and Collaboration;
- Action items include:
 - Identify potential sources
 - Identify potential organizational structures
 - Confer with Governor's office and legal counsel
 - Develop long-term plan

Goal 10: End each quarter in the superior (green) zone for grant, contract, and payment processing.

- Impact areas include Strategic Planning; Collaboration; Mitch's Kids; AmeriCorps*State; HoosierCorps.

PROGRAM	PROGRAM INDICATORS	PERIOD	TARGETS			2011	2012			
			Green Superior	Yellow Satisfactory		Q4	Q1	Q2	Q3 - July	Q4 - Oct
AGENCY	Average number of business days to process grants, contracts and payments	Quarter	3	5		5	3	1	2	1

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Goal 11: End each year in the satisfactory (yellow) zone for AmeriCorps*State program performance measures.

- Impact areas include Strategic Planning; Collaboration; AmeriCorps*State.

PROGRAM	PROGRAM INDICATORS	PERIOD	TARGETS		2011	2012
			Green Superior	Yellow Satisfactory	Q4	Q4 - Oct
AMERICORPS*STATE	Percentage of sub-grantee organizations that meet or exceed negotiated performance measures	Annual: Q4	80%	70%	84%	73%

Conclusion

Leveraging the generosity and wisdom of Hoosiers who serve their community, Indiana's impact can go from good to great in addressing unmet housing, hunger, and health needs, along with many others. Similarly, there is much opportunity for the OFBCI to go from good to great when committing to the following measures:

- tracking progress or room for improvement
- building relationships with dynamic leaders
- focusing on what truly yields results
- simplifying what we do and how we do it
- nurturing investment in what we and our partners do well
- utilizing a prudent and deliberative approach to technology and innovation
- reinforcing positive momentum
- operating with a keen understanding of own core values, guiding principles, and need to serve a higher purpose

The OFBCI will seek to incorporate the elements of the plan laid forth in this document – from its mission to its goals, to what may be the most important practice of getting guidance and participation from Connecting Partners – so that all of Indiana's residents may have a brighter and more fruitful future.

OUR VISION FOR INDIANA IS CLEAR:
To make Indiana the state that works!